MULTIMEDIA UNIVERSITY

STUDENT IDENTIFICATION NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

T3, 2017 /2018

BOB7024 – ORGANISATIONAL BEHAVIOUR

4 JUNE 2018
9:00 a.m. – 12:00 p.m.
(3 Hours)

INSTRUCTIONS TO STUDENTS

1. This question paper consists of **SEVEN (7)** pages including this cover page.
2. SECTION A: Case Analysis (60 marks).
3. SECTION B: Short Essay (40 marks).
4. The total marks for this exam is 100 marks.
5. Please answer ALL questions.
6. Please write your answers in the **Answer Booklet** provided.

SECTION A: Case Analysis (60 marks)

Case 1 (30 marks)

Who Is Malala Yousafzai?

Malala Yousafzai is a Pakistani education advocate who, at the age of 17, became the youngest person to win the Nobel Peace Prize after surviving an assassination attempt by the Taliban. Born on July 12, 1997, she became an advocate for girls' education when she herself was still a child, which resulted in the Taliban issuing a death threat against her. On October 9, 2012, a gunman shot Malala when she was traveling home from school. She survived and has continued to speak out on the importance of education. In 2013, she gave a speech to the United Nations and published her first book, *I Am Malala*. In 2014, she won the Nobel Peace Prize.

How it all started

Malala Yousafzai was born in Mingora, Pakistan, located in the country's Swat Valley, on July 12, 1997. For the first few years of her life, her hometown remained a popular tourist spot that was known for its summer festivals. However the area began to change as the Taliban tried to take control.

She attended a school that her father, Ziauddin Yousafzai, had founded. After the Taliban began attacking girls' schools in Swat, Malala gave a speech in Peshawar, Pakistan, in September 2008. The title of her talk was, "How dare the Taliban take away my basic right to education?"

In early 2009, she began blogging for the BBC about living under the Taliban's threats to deny her an education. In order to hide her identity, she used the name Gul Makai. However she was revealed to be the BBC blogger in December of that year. With a growing public platform, she continued to speak out about her right, and the right of all women, to an education. Her activism resulted in a nomination for the International Children's Peace Prize in 2011. That same year, she was awarded Pakistan's National Youth Peace Prize.

Malala and her family learned that the Taliban had issued a death threat against her because of her activism. Though Malala was frightened for the safety of her father — an anti-Taliban activist — she and her family initially felt that the fundamentalist group would not actually harm a child.

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On October 9, 2012, when 15-year-old Malala was riding a bus with friends on their way home from school, a masked gunman boarded the bus and demanded to know which girl was Malala. When her friends looked toward Malala, her location was given away. The gunman fired at her, hitting Malala in the left side of her head; the bullet then traveled down her neck. Two other girls were also injured in the attack.

The shooting left Malala in critical condition, so she was flown to a military hospital in Peshawar. A portion of her skull was removed to treat her swelling brain. To receive further care, she was transferred to Birmingham, England. Once she was in the United Kingdom, she was taken out of a medically induced coma. Though she required multiple surgeries—including repair of a facial nerve to fix the paralyzed left side of her face — she had suffered no major brain damage. In March 2013, she was able to begin attending school in Birmingham. The shooting resulted in a massive outpouring of support for her, which continued during her recovery.

United Nations Speech

Nine months after being shot by the Taliban, Malala gave a speech at the United Nations on her 16th birthday in 2013. Malala said that following the attack, "the terrorists thought that they would change our aims and stop our ambitions, but nothing changed in my life except this: weakness, fear and hopelessness died. Strength, power and courage were born." She also urged action against illiteracy, poverty and terrorism: "The extremists were, and they are, afraid of books and pens. The power of education frightens them. They are afraid of women... Let us pick up our books and pens. They are our most powerful weapons."

I Am Malala: The Girl Who Stood Up for Education and Was Shot by the Taliban is an autobiography by Malala Yousafzai released in October 2013. It became an international bestseller.

Nobel Peace Prize

In October 2014, at age 17 Malala became the youngest person to receive the Nobel Peace Prize. In congratulating her, Pakistani Prime Minister Nawaz Sharif said: "She is (the) pride of Pakistan, she has made her countrymen proud. Her achievement is unparalleled and unequaled. Girls and boys of the world should take lead from her struggle and commitment."

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Former U.N. Secretary-General Ban Ki-moon described Malala as "a brave and gentle advocate of peace who, through the simple act of going to school, became a global teacher."

Continuing Advocacy

For her 18th birthday, in July 2015, the young activist continued to take action on global education by opening a school for Syrian refugee girls in Lebanon. With its expenses covered by the Malala Fund, the school was designed to admit nearly 200 girls from the ages of 14 to 18. "Today on my first day as an adult, on behalf of the world's children, I demand of leaders we must invest in books instead of bullets," she proclaimed in one of the school's classrooms.

That day, she also wrote on The Malala Fund website: "The shocking truth is that world leaders have the money to fully fund primary AND secondary education around the world - but they are choosing to spend it on other things, like their military budgets. In fact, if the whole world stopped spending money on the military for just 8 days, we could have the $39 billion still needed to provide 12 years of free, quality education to every child on the planet."

In August 2017 that she was accepted to Oxford University, where she studies philosophy, politics and economics.

Adapted from: https://www.biography.com. Accessed on 9 April 2018.

1. In analysing Malala from the perspective of individual **personality**:

   a. Refer to the big five personality traits. Describe what they are. (5 marks)
   b. Use examples from the case to describe Malala's personality using the big five personality traits. (5 marks)

   (Total = 10 marks)

2. What drives Malala to do what she does? Let us look at one particular theory of individual **motivation** for some insights.

   a. Explain the expectancy theory. (4 marks)
   b. Describe how the theory can be used to explain Malala's actions cited in the case. (6 marks)

   (Total = 10 marks)

Continued...

3. It must not be easy to be Malala as she continues to influence others and lead the fight for equal access to freedom and education for children around the world. To understand the influence Malala has on public opinion, let us refer to research on individual power.

   Name the five (5) types of individual **power bases** and explain how they can be of use to Malala.

   (Total = 10 marks)

Case 2 (30 marks)

Customer Service at Hospitals

Think about the steps an individual takes to be admitted to hospital. At a minimum, they interact with someone at the registration desk, a registered nurse and a physician — and while each of those hospital staff members are trusted for their expertise, they are also part of the patient experience.

This is where customer service skills come in. The attitudes and manners of hospital staff and the amenities offered during a person's hospital stay have a big impact on patient satisfaction. Even the smallest interaction matters. If the attending physician seemed rude, or if the wait to see the physician seemed long and was not addressed, those instances can negatively color the patient experience beyond whether they received proper care.

Remember that unlike most other customer service-focused industries, a hospital's customers — its patients — do not usually choose to be there. Understanding this is crucial to providing customer service in a hospital setting, because it means that often, hospital staff is interacting with customers who are scared, uncomfortable or unfamiliar with the procedure. In these cases, providing excellent customer service means making patients feel at ease and comfortable.

In the end, customer service can be a small detail — the difference between delivering an analgesic shot with a smile and delivering it without — that can cast a positive light on a painful situation.

Adapted from: https://www.cerner.com. Accessed on 9 April 2018.

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1. In a customer service environment as described in the case above, employees would have to be good at managing their **emotions** on the job.

   Explain the meaning of the following concepts relating to individual emotions. Then, for each concept, provide one (1) example to relate it to the work environment in hospitals as discussed in the case:

   a. Felt emotions
   b. Displayed emotions
   c. Surface acting
   d. Deep acting
   e. Emotional labour

   (Total = 10 marks)

2. **Communication** must be effective among staff at hospitals in order to ensure good customer service and care. The direction of communication can be **upward, downward, or lateral**.

   Explain the meaning of each, and for each, provide one (1) example of how it relates to communication in a hospital environment.

   (Total = 10 marks)

3. Working in a hospital and dealing with a myriad of patients and fellow staff can be very stressful to employees. Discuss any potential five (5) **sources of stress** based on the work environment described in the case.

   (Total = 10 marks)

(Section A Total = 60 marks)

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SECTION B: Short Essay (40 marks)

1. a) Discuss three (3) reasons why **interpersonal skills** are very important in today's workplace. (9 marks)

   b) Explain how learning about organizational behavior (OB) can contribute to developing one's interpersonal skills. (1 mark)

   (Total = 10 marks)

2. A person's **attitudes** have been found to greatly influence his or her behaviour.

   a) What does 'attitude' mean? (2 marks)
   b) Explain the three (3) components of attitude. (3 marks)
   c) Provide one (1) example of how the different attitude components can be used to explain any specific actions of an individual. (5 marks)

   (Total = 10 marks)

3. Although **teams** can achieve results that individuals working on their own may not be able to achieve, forming teams to handle every kind of work may not be the answer.

   a) How do you know whether or not the work would be better done in teams? (6 marks)

   b) Describe one (1) example of a work situation that is best handled by a team. (4 marks)

   (Total = 10 marks)

4. Every organization is said to have a culture of its own. Define **organizational culture.** (1 mark)

   While culture can be used to manage the behaviour of employees in the organization, research has also shown that it can be a **liability** to the organization. Explain what it means for culture to potentially pose as (9 marks):

   a) Barriers to change
   b) Barriers to diversity
   c) Barriers to acquisitions and mergers

   (Total = 10 marks)

(Section B Total = 40 marks)

End of Paper